



CLERMONT
COUNTY_{OHIO}

Grow here

DEPARTMENT OF
COMMUNITY + ECONOMIC
DEVELOPMENT

Strategic Plan

Commissioner Presentation

October 19, 2022

Department Strategic Planning

- Began in autumn 2021
- Started with internal SWOT Analysis
- Sought input from local governments, businesses, nonprofits and residents through survey
- Analyzed our current processes
- Developed a Vision and Mission Statement
- Identified four strategic goals to help us fulfill our mission
- Identified specific projects and tactics that will lead to a successful realization of the strategic plan

SWOT Analysis Key Takeaways

- Strengths in our diversity in knowledge, divisions, and capabilities
- Available to local governments throughout the county
- Closing of coal plants presents both threats and opportunities
- House Bill 377 could advance this region quickly
- Prospects for secondary economic development from Newark Intel facility
- Movement towards electric vehicles and power cells in the state
- Economic slowdown with rising costs
- Department communication has deteriorated since 2016
- Many of the townships and villages in Clermont County look to us as their only economic and community development tool and partner
- Workforce development has been challenging
- Clermont is one of Ohio's fastest growing counties
- Clermont has a large amount of water frontage

Community Survey

- We developed a short survey that we sent directly to local government leaders and nonprofit organizations
- Chamber of Commerce distributed on our behalf.
- We received 66 responses



Q4: What type of development would you like to see in Clermont County (please check all that apply):

ANSWER CHOICES	RESPONSES	
Attractions (sports fields, amusement parks, museums, etc.)	60.94%	39
Lifestyle developments (multi use - residential, recreational, retail and/or office)	57.81%	37
Parks	51.56%	33
Owner Occupied Residential	48.44%	31
Commerce Park	35.94%	23
Industrial Park	28.13%	18
Multi Family Residential	23.44%	15
Total Respondents: 64		

Q7: What areas would you like to see the Department of Community + Economic Development (CED) support (please check all that apply)?

ANSWER CHOICES	RESPONSES	
Business Retention and Expansion	65.15%	43
Business Attraction	65.15%	43
Marketing of Clermont County	50.00%	33
Transportation Improvements	50.00%	33
Hike/Bike Trails	50.00%	33
Blight Remediation/Elimination	48.48%	32
Historic Preservation	40.91%	27
Workforce Development	37.88%	25
Development along the Ohio River	37.88%	25
Assist with Community Marketing	27.27%	18
Planning/Zoning	24.24%	16
County Gateways and Corridors	22.73%	15
Affordable Housing	19.70%	13
Brownfield Remediation	15.15%	10
New Industrial Park	10.61%	7
Other (please specify)	7.58%	5
Total Respondents: 66		



Vision Statement

To advance job growth, improve lifestyles, and strengthen communities.

Mission Statement

Building on our heritage we improve lifestyles by promoting growth, opportunity and purpose. We responsibly manage our resources to provide a higher quality of life to our communities.

Community + Economic Development

Strategic Goals

Strategic Goal #1

Be a positive source for communication and marketing for Clermont County development & planning.

Key Initiatives

- Overhaul department web site
- Produce quarterly Newsletter
- Produce YouTube content quarterly w/OPI
- Measure progress with annual survey monkey
- Keep marketing materials fresh
- GIS – Develop story maps that market specific areas or events
- GIS - Improve web maps to enable customers to be more independent
 - Enable customers to add web map data
 - Provide additional data as needed/identified

Strategic Goal #2

Retain current businesses and promote growth while attracting new businesses and developing a strong workforce.

Key Initiatives

- Identify and develop next industrial park
- Deploy BRE group format
- Identify key feedback from employers to use in continuous planning
- Continue individual BRE visits
- Inform local communities on what they can offer – be present for meetings
- Develop policies for EZ's and other incentives
- Incorporate OMJ/REDI in department outreach
- Create Port Authority Bond Fund & reach out to eligible entities
- Work with ODOT, Engineer, OPWC and others to evaluate and ensure proper infrastructure
- Promote growth that offers quality of life and amenities

Strategic Goal #3

Assist local communities in the areas of planning, economic development and community development.

Key Initiatives

- Update subdivision regulations
- Annual Planning Workshop
- Annual CED workshop
- Regular econ. Dev. meetings with local communities – 3 times a year
- Advance the Strategic Plan
- GIS – evaluate and assist with local communities' mapping needs & offer training
- Utilize a new Grants Coordinator to identify revenue for Community Development
- Create a countywide hike/bike trail committee
- Identify opportunities to assist with historic preservation & bring parties together semi-annually
- Form an Architecture Review Board (historic structure protection)

Strategic Goal #4

Provide unmatched customer service, improve our processes, and become known as the place that is helpful to all customers.

Key initiatives

- Accept e-filing and create an e-markup for plans in Planning & Permit Central
- Map Permit Central processes and implement new efficiencies
- Engage with Bricker & Eckler to evaluate opportunities
- Develop Standard Operating Procedures for all department functions (create universal template)
- Centralize addressing and other appropriate processes with GIS/Planning
- Assist with Regional Airport improvements
- Identify potential funding sources for community projects and encourage and assist communities in pursuing these opportunities.

What we have done

- New Grants Coordinator
- Group Business Retention & Expansion format added to BR&E program
- Local Economic Development Forum introduced in May
- Reintroduced department newsletter
- Identifying potential projects for House Bill 377 funding for Ohio's 32 Appalachian counties
- Making changes in Building Division – Permit Central
- Started the Land Bank
- Starting a Port Authority Bond Fund

Capital Bill 2022

increasing our reach and effect

- **Nine projects funded for total of \$1,552,000**
 - New Richmond Liberty Landing: \$300,000
 - Grailville Park Improvements: \$260,000
 - YWCA Domestic Violence Shelter East: \$250,000
 - Dan Beard Council Scout Camp: \$223,000
 - Jim Terrell Park Canoe/Kayak Launch: \$190,000
 - Clepper Park Pickleball Courts: \$122,000
 - Buckeye Trail East Fork Wildlife Area: \$57,000
 - Grant Presidential Sculpture: \$50,000
 - Grant Memorial Building – Phase II: \$50,000

Route 32 Improvements

- Currently working on the Bach-Buxton and Elick Interchange
- Glen Este-Withamsville improvements on the horizon
- Increase speed to market and reduce traffic slow-downs on SR 32



International Paper Site

- Redevelopment of a legacy site in Miami Township
- Using newly-formed Land Bank to assist with internal demolition
- Port Authority to assist on redevelopment



TQL Expansion

- New expansion in Tri-state with large expansion at Union Township Ivy Pointe campus
- New capital investment
- New jobs created



East Fork State Park Improvements

- Port Authority + Chamber + Convention and Visitors Bureau conducting feasibility study
- Identified sites for potential lodge and conference center
- Looking at cabin additions as well



Hike-Bike-Paddle Connectivity

- Bringing together local communities, nonprofits, park district and agencies to explore county connectivity
- Including hike-bike along with kayak/canoe launches.
- HB 377 will help to develop master plan if selected



Beckjord Redevelopment

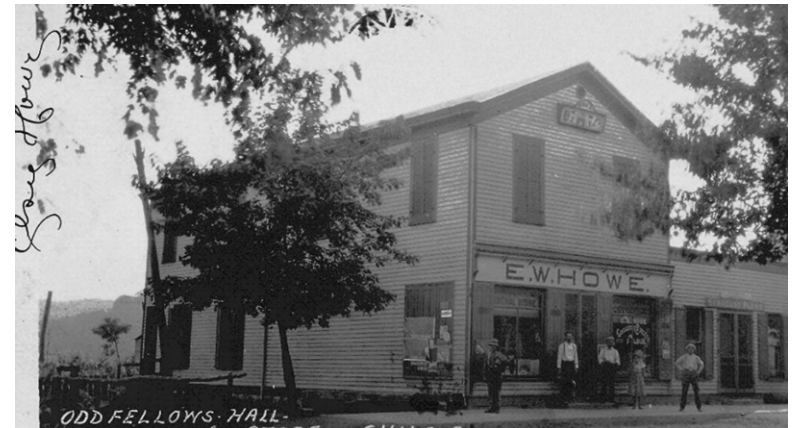
- Over 100 acres have been remediated and ready for development
- Access to power infrastructure
- Port structure on site
- Hundreds of acres to be remediated in coming years



Countywide Housing Study

- County investing \$75,000 towards study
- Will include all communities
- Will share results once complete

(historic photos shared for nostalgia purposes and not indicative of current conditions)



Appalachian Village – Living History Museum Feasibility

- HB 377 would develop feasibility and layout plan if selected
- Appalachia has rich history, stories and people:
 - Mound builders
 - Revolutionary forts, William Lytle and Early pioneers
 - Flooding of two villages to create Harsha Lake
 - Roy Rogers
 - Branch Rickey
 - Underground Railroad and Abolitionism
 - Ulysses S. Grant
 - Moonshine and bourbon
 - Art and culture – John Ruthven and many others

Other current + potential projects

- Searching for county's next industrial site
- Working with Union Township on Eastgate corridor
- Housing improvements near Felicity
- Utilizing Land Bank to help communities
- Continuing and expanding our annual community education programs for local officials
- Web site redesign
- Child Advocacy and Domestic Violence Shelter
- Many more...